

EXECUTIVE SUMMARY - BACKGROUND

PROJECT OVERVIEW

- City of Long Beach adopted a Community Strategic Plan in 2000
- In July 2000, Department of Technology Services initiated an e-Government Strategic Planning project to support the goals of the Community Strategic Plan
- Electronic Government, or e-Government--and the broader concept of building a Digital Society*--can help the City attain the vision and many of the goals set forth in the Plan, such as:
 - Improving communication between the City and the community
 - Providing remote access to information and services 24 hours a day, 7 days a week
 - Decentralizing City services
 - Fostering economic development
 - Improving the responsiveness and accountability of government
 - Reinforcing community ties among the City's diverse neighborhoods
- An e-Gov Task Force, composed of representatives from several City departments, was established to develop the e-Gov Plan

**Society or community that is well advanced in the adoption and integration of digital technology into daily life at home, work, and play*

EXECUTIVE SUMMARY - BACKGROUND

PROJECT OBJECTIVES

- Build on the vision, principles, and goals expressed in Long Beach 2010: The Strategic Plan
- Create a common vision for e-Government in Long Beach
- Bring leaders and stakeholders together to create a strategy for achieving the City's vision for e-Government
- Create a framework documenting the City's e-Government vision, goals, opportunities, and barriers
- Identify and prioritize e-Government initiatives for implementation
- Produce a report documenting the City's e-Government Strategic Plan

EXECUTIVE SUMMARY - BACKGROUND

WHAT IS E-GOV ALL ABOUT?

- E-Government is a fundamental transformation taking place in the public sector
- E-Government is about government becoming more service-oriented and customer-centric
- E-Government is not about technology - it is about transforming organizations
 - e-Gov leverages many different information technologies, not just the Internet
- E-Government is becoming part of the regular way of doing business in the public sector
- E-Government is a critical step toward a Digital Society
 - In a Digital Society, people benefit fully from the use of information technology to improve their daily lives, their work, and their communities

EXECUTIVE SUMMARY- BACKGROUND

E-GOV DRIVING FORCES

- Explosive growth of the Internet
 - Number of U.S. households online:
 - 1994 5.8 million
 - 1999 38.8 million
 - 2003 60 million
 - Over 1.5 billion Web pages on-line
 - Capacity of Internet backbone doubles every 100 days
 - 65% of residents in greater Los Angeles-Long Beach metropolitan statistical area have Internet access at home or work, compared to national average of 48%(Gartner Survey, March 2000)
 - Over 1.8 million “hits” and nearly 120,000 visitors on the City’s website in March 2001
- Rapid growth and consumer acceptance of e-Commerce
 - Customers expect governments to provide same level of convenience and service as businesses
 - On-line access to transactions and information
 - Self-service
 - 24-hour/7-day service

EXECUTIVE SUMMARY- BACKGROUND

E-GOV BENEFITS

- Provide better service delivery
 - Deliver services more accessibly, conveniently, responsively, and efficiently
 - Improve quality of life
 - Promote economic development
- Improve access to information
- Reduce operating costs
 - Streamline transactions and internal processes
 - Reduce labor required for repetitive tasks - free up staff for more productive functions
 - Cut resource consumption
- Increase accountability
- Increase public participation
- Increase compliance with taxes, permits and licensing
 - Provide better access to information about all requirements
 - Simplify payment and permitting transactions
 - Allow access anytime, anywhere
- Opportunity to develop revenue sources to offset investment costs
 - Convenience fees-for-service
 - Fees for special requests for certain types of data

EXECUTIVE SUMMARY- BACKGROUND

E-GOV CONSIDERATIONS

- Customer considerations
 - Deliver services equitably to all customers
 - Customer base is mandated, not selected
 - Address Digital Divide access challenges
 - Ensure privacy of confidential information and security of sensitive transactions
- Organizational considerations
 - Establish e-Gov governance structures
 - Modify business processes
- Funding considerations
 - Meet demand for e-Gov services without corresponding revenue sources
 - Many government services are not *quid pro quo* transactions
 - Invest in e-Gov initiatives while maintaining existing, traditional processes (“Parallel Process” problem)
 - May not realize potential cost savings in human resources and technology
 - Benefits difficult to quantify
 - Qualitative benefits such as enhanced convenience
 - Benefits may not be realized for a few years

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

STRATEGIC PRIORITIES AND BUSINESS DRIVERS

- Making services more efficient, fast, interactive, and convenient (customer-centric)
- Connecting with the neighborhoods, giving them a “voice”
- Creating partnerships - internally among City departments, and externally
- Strengthening/redefining the City’s identity
- Promoting civic participation among all population groups
- Serving a growing population and being responsive to other demographic trends
- Maintaining sensitivity to cultural differences
- Ensuring access to technology
- Providing technology education
- Ensuring the availability of potential future City employees with requisite skill sets
- Emphasizing neighborhood development
- Decentralization of services into neighborhoods
- Marketing, and increasing awareness of, services
- Attracting and retaining high-tech companies
- Developing retail industries
- Fostering tourism
- Developing region’s importance as a trading center

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

CITY STRENGTHS

- Quality of life
- Neighborhoods
- City Web presence for five years
- Some excellent City services
- Large number of libraries
- Convention Center/Tourism
- Public school system
- Retail shopping
- Housing values
- Community Strategic Plan
- Diversity
- Enterprise zone program for business and worker attraction

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

CITY CHALLENGES

- Provide seamless services to the public
- Improve public trust and perceptions of City government
- Provide consistent information to residents
- Improve accountability of City staff by implementing clear performance measures
- Provide high-quality service with decreasing revenue
- Provide clear direction in budget
- Provide support for internal and external customers to access online services/information
- Provide public oversight of the Community Strategic Plan implementation
- Implement needed changes quickly and efficiently
- Ensure that no one is disadvantaged - comply with Americans with Disabilities Act (ADA) requirements and other accessibility needs
- Provide e-Gov services while maintaining traditional methods of service delivery
- Meet stakeholder demand for information that affects them and their neighborhood
- Meet customers' rising expectations regarding capabilities to pay City bills and check balances via Web and Interactive Voice Response (IVR)
- Match resources with needs brought forward by technology changes
- Attract and retain staff with needed technology skills

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

CITY OPPORTUNITIES

- City is making efforts to attract technological companies, developing a technology park, involving community, schools in use of technology – opportunities to build partnerships with the private sector, non-profits
- Opportunity to build partnerships with Cal State Long Beach, Long Beach City College, the School District
- Opportunities to develop new sources of revenue through e-government (e.g., convenience fees, fees for certain types of information)
- City now knows where it's going, so it is the time to shift resources to prepare for the coming changes
- Opportunities for reorganization across departmental lines to provide services more effectively
- Opportunity for City-wide marketing of events and one-stop shopping
- Opportunity to reduce mis-directed calls by replacing calls with online services, using technology to assist callers
- Opportunity to increase productivity with same resources
- Look at other organizations, private sector for best practices
- Provide non-confidential information from City's databases on-line (may be some potential revenue-generating opportunities)

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

CITY BARRIERS

- Incremental funding required to develop e-government capabilities
- \$30 million reduction in the General Fund due to utility tax cut
- Threat of cyclical nature of economy (difficult to predict, plan for) – City is dependent on revenue sources that may diminish
- Not everyone in the community has access to the Internet (Digital Divide)
- City may not have adequate resources to support users and new technological changes
- Complex procedures and human fears make change efforts difficult
- Fiscal constraints limit ability to gather and maintain databases
- Need for skills training for staff
- Potential shortage of workers with strong technical skills
- Difficulty competing with private sector to attract people with needed technology skills

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

CURRENT E-GOV AND RELATED INITIATIVES – SERVICE DELIVERY

- City is beginning to implement the Community Strategic Plan, in a working relationship with community members
- City is developing “The Long Beach Plan” to improve interdepartmental coordination and overall organizational effectiveness.
- A working committee has begun developing a neighborhood service model.
- City has begun cross referencing program budgets with the goals of the Community Strategic Plan.
- City website has online customer survey to get customer feedback on City services.
- City website has online e-government survey to get customer feedback on potential e-gov capabilities.
- City website provides links to other government agencies.
- A 3-1-1 Task Force, composed of City staff, is exploring service options including a general information / service request telephone number and the infrastructure to support it.

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

CURRENT E-GOV AND RELATED INITIATIVES – SERVICE DELIVERY

- City policy is to provide all employees with Internet access and an email account (currently developing usage policies). Lotus Notes has been deployed and is expected to become the “window” to most of the City’s operations.
- City is working to develop a work order management system among a number of departments (could eventually include public access to status of work orders).
- City is conducting needs analysis for a Lease/Property management system that could be integrated with a contract management system.
- Library Services Department provides on-line 24-hour access to its library catalog and certain services; customers can request titles on-line and request book availability notification by automated voice response system.

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

CURRENT E-GOV AND RELATED INITIATIVES – INFORMATION ACCESS

- Libraries offer 200 public access PCs with Internet access.
- Electronic kiosks are provided for public access in City Hall lobby, Long Beach Airport, and Parks, Recreation, and Marine Department offices.
- Document imaging system will allow access to information to City staff and the public.
- City Clerk provides on-line access on City website to the City Charter, Municipal Code, City Council meeting agendas, and summaries of Council meetings. The complete agenda packet, including supporting documentation, will be placed on-line; City expects to show City Council meetings on the Internet through streaming video.
- City Clerk provides on-line election information and links to election-related websites, as well as on-line request forms.

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

CURRENT E-GOV AND RELATED INITIATIVES – INFORMATION ACCESS

- City website will make Census 2000 data available on-line.
- City will provide GIS-based property information on the City Intranet, and eventually the Internet. Standardized formats are used in most City applications.
- Library Services Department provides electronic calendar system and program directory at all Library branches (there is possibility to expand to include all City, community events)
- Library Services Department provides on-line directory with links to service organizations.
- Long Beach Airport provides online directory of all airport businesses.
- Parks, Recreation, and Marine Department maintains a list server for distributing customized e-mails to people who have signed up to receive information on various topics and events.

EXECUTIVE SUMMARY- CURRENT CITY ENVIRONMENT

CURRENT E-GOV AND RELATED INITIATIVES – PROCESS STREAMLINING

- Community Development Department implemented on-line application to let businesses calculate enterprise zone tax credit.
- Financial Management Department implemented IVR system allowing customers to pay bills using credit cards.
- Financial Management Department is in process of placing budget disclosure statements, bidders applications, and some bid results on-line; also developing a website for bid listings for all City suppliers.
- Long Beach Energy provides customers the ability to request recycling bins on-line.
- Parks, Recreation and Marine Department is implementing technology for electronic registration for sports/activity classes and for site reservation.
- Planning and Building Department provides on-line permitting.
- City is implementing technology to allow self-service for benefits administration.

EXECUTIVE SUMMARY- E-GOV VISION & GOALS

The e-Gov Task Force developed the following e-Gov Vision and three broad Goals for e-Government in Long Beach

VISION

Using technology to provide universal access for sharing up-to-date information, fostering two-way communications, providing services conveniently, and offering a public forum

GOALS

- I. Deliver the information and services that our customers want conveniently, securely, and efficiently
- II. Provide the foundation and hub for community-based systems to empower our residents and link our communities
- III. Enhance the quality of life and educational and economic opportunity for all through the effective use of technology

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

The e-Gov Task Force identified the following objectives and initiatives:

GOVERNANCE

Objective G-1: Create governance structures to provide accountability, recommend policies, and set direction for e-Government

Initiatives:

- G-1-A.* Request the City Manager to designate the Stakeholder Committee of the National Civic League's "Community Partnership for Results" effort as the City's e-Gov advisory committee
- G-1-B.* The Stakeholder Committee will provide general recommendations on the future direction of e-Gov and Digital Community in Long Beach, recommend uniform City e-Gov policies (e.g., content, consistency, privacy, universal access), monitor progress toward achievement of e-Gov goals and objectives, and review compliance of City entities with policies and standards. (Responsibility for Digital Community governance may be transferred to an external organization at a future time.)
- G-1-C.* Designate the existing Service and Operations Committee as the e-Gov Steering Committee, responsible for implementing e-Gov initiatives and providing resources (coordinate with 3-1-1 Task Force)

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

GOVERNANCE

- G-1-D.* Establish Project Teams to implement the individual e-Gov initiatives as defined by Steering Committee
- G-1-E.* Involve community groups in establishing the governance structure and providing ongoing oversight of the Long Beach Digital Community system

Objective G-2: Create a structure for funding e-Government

Initiatives:

- G-2-A.* Continuously research innovative funding opportunities (e.g., self-funding Web sites, 3rd-party hosting, new revenue sources)
- G-2-B.* Develop public-private partnerships/sponsorships and seek funding from external sources, including other government agencies, non-profit organizations, and corporations
- G-2-C.* Identify and catalog all internal funding sources which could potentially support e-Government
- G-2-D.* Change the budget process and the cost allocation process to support the development of e-Gov initiatives; find/develop a dedicated funding source, similar to the concept of Capital Improvement programming, to include e-Gov investments

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

GOVERNANCE

Objective G-3: Create a structure for funding Digital Community efforts

Initiatives:

G-3-A. Pursue partnerships with private- and non-profit organizations

G-3-B. Establish an on-going organization for fundraising purposes

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

RESOURCES

Objective R-1: Reinforce customer-focused culture

Initiatives:

R-1-A. Incorporate City values into e-Gov efforts

R-1-B. Provide customer service training specific to e-Gov

R-1-C. Re-evaluate current performance review criteria and processes

Objective R-2: Attract, retain and develop staff that have the necessary skills for e-Gov (i.e., customer orientation and technical skills)

Initiatives:

R-2-A. Identify skill sets that would support e-government system

R-2-B. Include e-Gov skills as part of job descriptions

R-2-C. Review hiring process with civil service to ensure that e-gov skills (technical and customer-orientation) are addressed

R-2-D. Provide ongoing training and development to support key skills (technical and customer focus)

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

RESOURCES

Objective R-3: Use the most cost-effective approach to support e-Government efforts

Initiatives:

R-3-A. Evaluate all viable sourcing alternatives prior to selection or implementation (e.g., in-house, commercial off-the-shelf, application service provider/3rd party)

Objective R-4: Create a knowledge-based workforce that is well-trained, well-informed, flexible, and capable of providing full service to customers

Initiatives:

R-4-A. Identify potential cross-training opportunities for front-line customer contact positions (review current cross-training program; coordinate with 3-1-1 efforts)

R-4-B. Develop staff re-allocation and development plan to support transition from process-oriented work to flexible, knowledge-based transactions

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

RESOURCES

Objective R-5: Identify facility needs to support community access of e-Government (e.g. kiosks, libraries, community centers, etc.)

Initiatives:

R-5-A. Establish ongoing coordination with Long Beach Strategic Plan implementation team

R-5-B. Identify existing and potential access sites

Objective R-6: Ensure internal acceptance of e-Government

Initiatives:

R-6-A. Develop and promote continuous internal communication plan, including processes to allow internal feedback

R-6-B. Involve employees in early stages of e-Gov service offerings to contribute ideas and assist with process improvements

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

RESOURCES

Objective R-7: Ensure appropriate resource levels to support e-Government

Initiatives:

R-7-A. Develop a staffing plan in accordance with e-Gov service offerings, including an ongoing review process of staffing needs in alignment with service offering evolution.

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

TECHNOLOGY

Objective T-1: Develop architecture and infrastructure strategies and standards for integrating all systems enterprise-wide

Initiatives:

T-1-A. Develop standards for payment and accounting of e-Gov transactions

T-1-B. Develop standards for new City-wide systems (e.g. data, communications, user interface, web-enabling capability, databases, etc.)

T-1-C. Develop standards for integrating and/or interfacing with existing systems

T-1-D. Develop standards for system content to provide effective customer access (e.g. document formats, common nomenclature, indexing)

T-1-E. Develop policies/standards for updating, retaining, and archiving of content

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

TECHNOLOGY

Objective T-2: Utilize existing IT infrastructure as efficiently as possible

Initiatives:

T-2-A. Inventory existing IT infrastructure, internal and external

T-2-B. Determine to what degree existing IT infrastructure components and applications can support e-Gov goals (what condition is it in?)

T-2-C. Determine interface requirements with external systems

T-2-D. Continue to develop the City's website away from its current vertical structure and toward customer-centricity

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

TECHNOLOGY

Objective T-3: Utilize most effective available technology (e.g. hardware and software) systems to implement e-Gov initiatives

Initiatives:

- T-3-A.* Research best practices and effective models for hardware and software implementation in other organizations and determine how they can be adapted to meet City needs
- T-3-B.* Identify and evaluate alternate methods for delivery of online services (e.g. internally managed, application service providers (ASPs), hosting services)

Objective T-4: Provide high bandwidth, scalable, telecommunications infrastructure

Initiatives:

- T-4-A.* Develop telecommunications upgrade plan/path that focuses on achieving e-Gov goals (to help target limited resources effectively)

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

TECHNOLOGY

Objective T-5: Provide technology that enables universal access

Initiatives:

- T-5-A.* Determine user interface technologies to improve accessibility to e-Gov services (alternate/non-PC delivery channels, such as 3-1-1, kiosks, interactive voice response (IVR), interactive TV, etc)
- T-5-B.* Determine what applications are available to meet universal access requirements (e.g. ADA)

Objective T-6: Provide secure systems for users and the City

Initiatives:

- T-6-A.* Develop overall systems security plan
- T-6-B.* Develop transaction security plan
- T-6-C.* Identify available security and transaction security technologies (e.g. firewall, Public-Key Infrastructure (PKI), biometrics, etc.)

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

SERVICE DELIVERY

***Objective D-1:* Provide a single, customer-centric portal through which customers can conveniently identify and access numerous City services**

Initiatives:

D-1-A. Develop an inventory of all City services and determine (prioritize) how they can be incorporated in e-Gov initiatives

D-1-B. Identify online services for initial deployment that provide high customer value ("quick wins")

D-1-C. Identify and evaluate alternate channels for access (e.g., kiosks, interactive TV, IVR, 3-1-1)

D-1-D. Provide real-time interactive support for customers (e.g., live online help)

D-1-E. Establish multiple mechanisms for reaching out to all potential users for continuous advice/input on services provided

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

SERVICE DELIVERY

Objective D-2: Create linkages to larger Digital Community being envisioned

Initiatives:

D-2-A. Create a conceptual design of the Long Beach Digital Community system

D-2-B. Identify operational systems in Long Beach that could participate in the new Digital Community system

D-2-C. Identify possible partners/stakeholders

D-2-D. Market the idea to identify and attract partners/stakeholders

Objective D-3: Enable communities to interact more closely with the City and with each other on issues that affect them

Initiatives:

D-3-A. Provide capability for community members to monitor results and gauge the City's progress on community and individual concerns (e.g. expenditures, status reports, statistics)

EXECUTIVE SUMMARY- E-GOV OBJECTIVES & INITIATIVES

SERVICE DELIVERY

D-3-B. Provide capability for obtaining quick feedback from community members (e.g. complaints, surveys, suggestions, letters of thanks, employee recognition)

D-3-C. Provide capability for community members to interact with each other

Objective D-4: Improve efficiency of service delivery

Initiatives:

D-4-A. Evaluate City business processes and redesign them where appropriate to improve efficiency as part of e-Gov service implementation

Objective D-5: Maximize customer acceptance and use of the new system

Initiatives:

D-5-A. Develop a public information plan that communicates the benefits of the system and sets realistic expectations (the plan should leverage existing City resources as communication channels – e.g., the Library Resource Center, Business Resource Center)

EXECUTIVE SUMMARY- RECOMMENDATIONS

GOVERNANCE

- Take immediate action to establish the two critical e-Government governance bodies described by the Governance initiatives:
 - The Stakeholder Committee to represent key Long Beach e-Government stakeholders, to set policies, to ensure compliance with policies, and to monitor progress toward e-Government Goals and Objectives
 - The Steering Committee to oversee the implementation of e-Government Initiatives.
- Establish Project Teams for each Initiative as implementation is begun and executed
 - Project Teams should be composed of a small group of staff who possess the necessary expertise and represent only the primary stakeholders
 - Team members must have the support of management as well as sufficient time to commit to implementing the Initiative on a day-to-day basis.
- Continue to communicate benefits of achieving the Long Beach e-Government Vision to City executive leadership
- Encourage and reward information-sharing, collaboration, and accountability of staff across organizational boundaries
- Consider development of service level agreements between Technology Services and internal technology users.
- Obtain continuous feedback from all e-Gov stakeholder groups and use it to update the Long Beach e-Gov Strategic Plan on a periodic basis

EXECUTIVE SUMMARY- RECOMMENDATIONS

RESOURCES

- Develop effective sourcing strategy for ensuring access to necessary expertise and support resources
 - Consider out-sourcing functions which are neither closely related to the unique business of the City nor a core competency
- Provide continuous training programs to management, customer-oriented staff, and technical staff
 - Technical skills
 - Customer skills
 - Cultural transformation
- Identify, inventory, and evaluate diverse range of facilities for providing e-Gov service access and Internet training in local communities
 - Community centers, teen centers, senior centers
 - Libraries
 - Schools (e.g., parenting centers)
 - Other community-sited City facilities (community police centers, fire stations, park facilities, etc.)
 - Facilities owned by private and not-for-profit organizations
- Involve employees fully in e-Gov planning and implementation, as both critical resources/service providers and customers

EXECUTIVE SUMMARY- RECOMMENDATIONS

TECHNOLOGY

- Develop 24/7 infrastructure and support capabilities
- Ensure timely deployment of high-bandwidth infrastructure to all City facilities and community access sites
 - Leverage privately-funded data infrastructure when cost-effective
- Develop and execute a security plan for e-Gov transactions and systems
 - Begin selective, phased deployment of virtual private networks and public-key infrastructure to protect sensitive transactions over Internet
- Leverage a single e-commerce transaction engine for e-Gov applications City-wide
- Consider development of “peer-to-peer” intranet sites - using groupware and related technologies - to allow employees to collaborate and easily share information across departmental boundaries

EXECUTIVE SUMMARY- RECOMMENDATIONS

TECHNOLOGY

- Begin development of City-wide customer relationship management system (CRM) and workflow management system
 - Integrate with new document imaging system
- Continue standardization on Ethernet as the network protocol and IP as the transport protocol
- Continue with migration toward Windows 2000 operating system for desktop PCs and servers
 - Use of Active Directory for directory services requires careful migration planning

EXECUTIVE SUMMARY- RECOMMENDATIONS

SERVICE DELIVERY

- Determine desired balance between e-Government and Digital Society objectives
 - The City must achieve the appropriate balance between enhancing the delivery of traditional services by using new channels, and transforming democratic governance and community-building through the Long Beach Digital Community system
 - Constituent demand appears to be clustered in both areas
- Focus on internal transformation to support integrated service delivery rather than particular delivery channels
 - On on-going basis, evaluate alternative delivery channels and use most effective technologies in an integrated manner to maximize access to all constituents
 - Consider locating some access points in inviting, non-governmental facilities to encourage use by all constituents
 - Consider developing a comprehensive portal
- Based on the City's current initiatives in progress and the public e-Gov survey (Appendix D), identify "quick win" on-line capabilities and implement them soon to demonstrate benefits of e-Gov and build support among key stakeholders (public, Mayor and City Council, business groups, community organizations, etc.)
- Integrate e-Gov and 3-1-1 implementation efforts

EXECUTIVE SUMMARY- RECOMMENDATIONS

SERVICE DELIVERY

- Develop a comprehensive privacy policy and publish it on the City Web site
- Migrate from department- and program-based service delivery toward customer-centric delivery
 - Improve coordination and information-sharing among departments for responding to customer requests and providing appearance of one-stop service to customers
 - Integrate business processes, data, and applications across departmental boundaries
 - Integrate e-Gov planning and implementation with 3-1-1 initiatives
- Develop a comprehensive directory of all services and key contacts City-wide and provide access to all employees on the City Intranet
 - Critical resource for City call center staff
 - Directory should be continuously updated
- Develop and implement a strategy for managing all customer-initiated contacts from all channels and requests in an efficient, integrated manner
 - Work toward implementation of a suitable Customer Relationship Management (CRM) system
 - Using suitable techniques such as workflow management, provide ability to monitor the status of customer requests

EXECUTIVE SUMMARY- RECOMMENDATIONS

SERVICE DELIVERY

- Develop coordinated internal and external communications plan to build support and manage expectations
 - Demonstrate commitment to technological vision and describe e-Gov benefits, while educating stakeholders about unique public-sector e-commerce challenges
 - Describe how security and privacy concerns are being addressed through policies and technology
 - Describe strategies to reduce the Digital Divide